



# Eliciting Excellence

Helping successors succeed  
and owners get paid

Michael Beck International, Inc.  
Portland, OR USA

## MBI Executive Development for Succession

### Why Executive Development for Succession?

---

*Without a strong management team, no succession is a successful succession.*

Properly developing the person or people who will take the reins of an organization and guide it into the future will maximize/protect business value, assure business continuity, and ensure the owner gets paid.

### Four Stages of Development

---

In order for a successor to successfully take ownership of a company and lead it into the future, he or she must transition through four stages of development. If a successor takes over a company and has only mastered the first two stages of development, he or she is likely to stumble because they've only mastered the mechanics of the business. In fact, studies show that almost 70% of successions fail. If, on the other hand, a successor is effectively developed through all four development stages, growth and profitability are maximized, employee turnover and customer loss are minimized, and the owner gets paid the full value of the business.

- **Stage One: Worker/Contributor:** This is the stage where a successor learns the mechanics of a business. In this stage, successors become good at getting the work done. It's about gaining knowledge of how the products and services of a business are created and delivered. Competencies in this stage involve acquiring technical and industry knowledge, along with improving technical skills. Improvement comes from technical training and hands-on experience.
- **Stage Two: Manager:** This is the stage where a successor learns how to get work done through others. He or she learns to oversee projects and manage resources. Although they may still be doing some of the work themselves, their main tasks are to provide guidance to others and to have responsibility for overall production, productivity, and quality. Improvement comes from things like project management training, general management training, and hands-on experience.
- **Stage Three: Leader/Executive:** This is the stage where a successor learns to lead rather than manage. It's the point where people skills become more important than technical skills and knowledge. A successor must improve communication skills, learn the art of influencing others, foster teamwork and collaboration, resolve conflict in a constructive manner, learn to develop others, and enhance their executive presence. These competencies are best honed through coaching and mentoring - all of which take time.
- **Stage Four: C-Suite/Owner:** This is the stage where a successor learns how to lead an organization. It's the stage where seeing the bigger picture becomes their job. He or she must hone their strategic thinking, develop sound judgment, be able to develop a vision for the organization, and gain buy-in for that vision. Additionally, the successor must develop an owner's mindset. Up to this point in their career, most successors have only ever been an employee. Improvement occurs over time and is developed through coaching and mentoring.



# Eliciting Excellence

Helping successors succeed  
and owners get paid

Michael Beck International, Inc.  
Portland, OR USA

## MBI Executive Development for Succession (continued)

### **Our Approach to Development - Eliciting Succession Excellence™**

---

Our **Executive Development Program** offers all that and more. Leadership skills aren't trained - they're developed over time. And utilizing the expertise of an experienced executive coach is the perfect solution for grooming a successor for the next level of leadership. MBI's Executive Development Program is a proven, systematic methodology to assess and enhance leadership abilities and effectiveness.

#### ***We use a five-step process to ensure the goals are achieved:***

---

- 1. Assess Leadership Competencies**
- 2. Create a Development Plan and Ensure Alignment**
- 3. Hone Managerial Competencies (if necessary)**
- 4. Develop and Hone Executive Competencies**
- 5. Develop and Hone C-Suite/Owner Competencies**

Each coaching engagement is custom-designed for the individual and focuses on uncovering blind spots, enhancing the necessary leadership competencies, and overcoming performance obstacles.

In addition, the program includes monthly strategy sessions with the owner in order to help him or her effectively mentor the successor.

### **Contract Length and Pricing**

---

Our Executive Development Programs are typically six months to one year in length. The fee includes program design, prep work, assessments, alignment meeting(s), coaching meetings with the successor, strategy sessions with the owner, and final evaluation. The fee does not include any travel costs to locations outside the local region in which the coach is based. (Most coaching is conducted virtually.)